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MEMORANDUM FOR SEE DISTRIBUTION

Subject: Enlisted Military Education Review Council (EMERC) Minutes

1. Thank you for participating in the EMERC conference on 24 May. The enclosed minutes capture our candid discussions and highlight the challenges we face in improving enlisted joint professional military education.
2. The Joint Enlisted Curriculum Committee and the EMERC working group will meet late this summer and early fall, respectively. Please contact LTC Kerry Koehler, USA, J-7/JEB, (703) 692-6300, or kerry.koehler@js.pentagon.mil for additional information and to confirm your participation.
3. Your continued support and hard work is appreciated. I look forward to our next session.

A handwritten signature in black ink, appearing to read "Arthur M. Barzell".

ARTHUR M. BARTELL
Brigadier General, USA
Deputy Director Joint Staff
for Military Education

Enclosure

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**Minutes of the
Enlisted Military Education Review Council
24 May 2006
JS Conference Room, 1E1049, Pentagon**

ATTENDEES

Principals

BG Art Bartell, VDJ-7 (Chairman)
COL Larry Smith, JS J7 (EMERC WG)
SGM Thomas McMurtrie, SEAC Office
CMSgt Karl Sagstetter, Air Univ
MGySgt Frank Castillo, MCU
FORCM Michael McCalip, NETC
SGM John Cross, CAC, Ft Leavenworth
Mr. Frank Reynolds, TRADOC
Dr. Ken Pisel, JFSC
Mr. Frank Pagano, NDU
CSM Mark Ripka, USJFCOM
Mr. John Lipps, USJFCOM

Other Attendees

SGM Henry Chico-Villanueva, Army ATSC
Mr. Clay Brashear, Army ATSC
SMSgt Duane Cowen, Air Univ
Mr. Steve Nutter, JS J-8, JRO-CBRN
Mr. Benjamin Stevens, USASMA
CMSgt Alan R. Dowling, USSSTRATCOM
CMSgt Duane McHenry, DISA
SFC Freddy Kogel, USPACOM
MSgt Robert Liston, MCU
SGM Michael Lamb, Army G-3
CMSgt Denise Alexander, USAF, AF/A1DD
MSgt James Cohn, MCU
Prof. William Spain, Naval War College
Lt Col Brenda Blackman, JS, J7
LTC Chris Lusk, JS J7
Mr. Jack Roesner, JS J7
MAJ Rick Michaels, JS J7

Welcome

BG Bartell, Deputy Director Joint Staff-Military Education, provided opening remarks and welcomed all attendees to the EMERC. Key Points: We are on the ground floor of policy-making that will affect enlisted PME for many years to come – this is an opportunity to shape the future. Expectations – use this opportunity to share ideas, establish collaboration, think outside the box, and offer solutions to issues – this is all new. Think of the Joint Interagency, Multinational, Inter-governmental environment in which the joint community works. The group has the support of the joint staff – right up to the Chairman.

Introduction

COL Smith, the Working Group Chair, provided an introduction to the purpose, roles and responsibilities of the EMERC, a review of the JEDD/JEB team, and an overview of the agenda. Key Points: The purpose of the EMERC is to improve enlisted joint professional military education through curricula assessment and development, initiative implementation, policy review, and collaboration and cooperation among the Services. EMERC will meet annually and focus on current policy decisions and future policy initiatives. The Senior Executive Steering Committee will be an advisory body, along with the EMERC Working Group, to feed this process.

Discussion:

Senior NCO representation is missing from the JEB org chart. Need Sr. enlisted working EJPME. Council agreed – task to SEAC to look internally to JS and find possible solutions.

"Once Around the Pattern"

MAJ Michaels provided an overview of the key projects and initiatives that the Joint Staff is working on that could affect future EJPME curricula. Key Points: An overview of the Joint Enlisted Learning Continuum shows that we have completed but are refining the SEJPME and KEYSTONE Course. We must focus efforts on Service PME implementation. There are 8800 permanent CoCom Joint Enlisted Billets with about 2000 more JTF enlisted billets. Key projects and initiatives include: input to the FY05 NDAA Strategic Plan Task for a report on – Senior NCO performance in joint matters; inclusion of Irregular Warfare, Language/Regional Expertise, and Security, Stability, Transition, and Reconstruction (SSTR) in curricula; and the Joint Leader Competency Study (is there an enlisted study requirement?). Principals and representatives are invited to the next Joint Faculty Education Conference in June.

Discussion:

RAND has been contracted through USD P&R to study the NCO development plan, but need to ensure RAND has the right (complete) "story". Their initial focus was only on KEYSTONE – needed to point them to SEJPME and Service efforts to enhance enlisted JPME. Want them to report to Congress that we need more resources. Highly concerned that they may be doing this without coordination through the Joint Staff.

Concern expressed with tying JPME to "joint" billets- don't want that baggage brought to the enlisted side as it has been tied to the officer side.

JFEC is a great thing for the officer JPME and we need this for the enlisted JPME, but to what extent? Where do the Services get the resources/educators to develop curricula? Is the Special Area of Emphasis (SAE) path the right path for enlisted JPME? What do we need to provide to the Services? Is this tantamount to the Curriculum Committee that the EMERC WG is suggesting?

The Joint Leader Competency Study was done in an "officer-centric" perspective (interviewing and targeting officers) – In that vein, do we need one done for enlisted? The results of the study don't offer glaring differences between officer and enlisted competencies. **Get the study to the EMERC and EMERC WG.** May need one body to come together and discuss the competencies from a total military perspective. Joint NCO Core Competencies is not a new thing – has been done before.

Senior Enlisted JPME Course (SEJPME)

Dr. Pisel presented an overview of the course. Key Points: Its purpose is to prepare Senior Enlisted personnel for assignments to joint organizations. It also prepares CSELs for KEYSTONE. The course features 11 modules. There will be a time commitment to complete the modules via Distance Learning. Discussion followed on incentives for completing the course – while promotion is one incentive, creating more structure or requirements that cannot be fulfilled must be avoided. This discussion should be revisited. JFSC reported the program is unfunded and that there is no 'forcing function' to drive completion. The course has a pre-test and post-test. Need to establish MOUs with the Services to provide lessons 8-11. The course is free, online, and available now.

Discussion:

Funding for this course should NOT be an issue. NDU was told to provide funds for KEYSTONE and SEJPME and then include in future year POM processes for required budget. DJS needs to be made aware of funding shortfalls. It is currently on their UFR list. Another funding request for SEJPME is in the VCJCS' office.

Must have an MOU with the Services to maintain the last four modules of the course. The committee agreed. Why can't the last four modules of the course – merely provide hyperlinks to Service sites that have the latest information posted – thus eliminating the need for Service involvement (worth investigating).

SEJPME as a prerequisite: Only modules 1-4 are pertinent to KEYSTONE fellows – that is currently a "highly suggested" self-development for CSELs attending the course. Until we can track completion, it will have to be "on-your-honor." Also, we see a requirement for an exportable DVD.

Recommend EMERC members attend the 12-13 September Distance Learning Coordination Council (DLCC) conference at the JFSC in Norfolk, VA (subcommittee of the Military Education Coordination Council).

JKDDC can do limited tracking and request that tracking remain with the Services. Learning Management System (LMS) licensing is a pervasive issue which must be studied and resolved with consensus among the Services. The Services have equity to retain their tracking and LMSs at this point; however, where we can find efficiencies, we should look to exploit them.

Keystone Overview

Mr. Frank Pagano presented an after action review and overview of the KEYSTONE Course. Key Points: KEYSTONE went very well, but there are a few areas for improvement. Service visits were good in idea, but bad in logistics meaning that the sites visited were selected based on ease of logistical requirements. USCG visit was the exception. Acculturation was phenomenal and began almost immediately. Subtle changes include more emphasis on Special Operations communities with a day here in Washington to begin the course then transitioning to the JOM, CoCom visits, and Service SEL Roundtable.

Discussion:

How close are you to the EPMEP JLAS and JLOs? Really close – will be better once SEJPME is fully implemented as a prerequisite and can free up some course time.

The point of KEYSTONE is to get them to the strategic and operational level, but we don't want them to slip back down to the tactical level like so many E-9s end up doing. That is why we select the fellows that are in the CoCom strategic and operational levels.

Do we want to include international enlisted leaders? Yes, it is a good idea, but not at the expense of a U.S. position. Also, there is a concern with the security clearances for international fellows – we don't want to provide unclassified briefings to this select group of senior enlisted leaders. We will have to study this proposition more carefully.

Do we want to include Interagency Fellows (IF)? Again, don't want to have to lose a senior enlisted position IOT make room for an IF. One idea is to bring in an interagency (IA) person, let them sit in the back and participate when their expertise is up for discussion. The IA relationship, interaction, and inclusion is important, but who pays the price of giving up a seat and who do you target (want those IA folks in strategic thinking positions).

Why are we focusing on the CIA for the IA visit when there are more intelligence agencies out there? Chose CIA because of their link to SOCOM, but this deserves further review – could build intelligence briefings around DIA and give time to all intelligence agencies.

Suggestion for EMERC WG: Look at JLAS and JLOs to make sure KEYSTONE is achieving something it has the time and resources to achieve – may need to drop the level of taxonomy requirements.

U.S. Air Force Implementation Brief/Discussion

SMSgt Cowen provided an overview of CEPME, which included the mission, current programs, where they were in January and where they are now with implementation. Key Points: SNCO Course is combining with the Junior Officer course to address some JLAS and JLOs. Most areas are already covered at the Basic levels with remaining focus on refining the implementation at the Career level.

Discussion:

How hard was this implementation? Not too hard – most of the courses/curricula was already in the current curriculum – just needed to adapt it with the “J” flair. There was however some level of discomfort with changing policies during and right after the curriculum development.

Who is looking at your courses to ensure they are "Joint"?
The courses have only been staffed and reviewed through the Senior NCO Academy.

Should there be a "Joint" clearinghouse for curriculum? There are checks in the system that should address this:

1. The Self-reporting requirement and validation option offered by the JS J-7 will look at this
2. The curriculum committee can address a lot of this through validated interservice course sharing and course review
3. Interface with our officer school counterparts who are accredited for jointness.

The Air Force has Curriculum Integration teams that allow close working relationships between enlisted and officer curriculum developers.

Should JKDDC (branch of JFCOM) be looking at certifying Joint education courses on JKDDC? **Something for the curriculum committee to address**

If there is no check, Congress might create one for us. This could evolve into a PAJE-like assistance visit.

U.S. Navy Implementation Brief/Discussion

Key Points: PME is linked to advancement/promotion for officers in the Navy. Believe there is common knowledge base (75-80%) in Primary PME at O1-O3 level that is/will be directly applicable to Senior Enlisted personnel (E7-E9). Senior Enlisted Academy (SEA) – Education Program Redevelopment launched in February 06, with changes to classes beginning in June 06; broadened curriculum, increased throughput, new class size, international officers. USN is including (mixing) Senior NCOs into officer courses at the senior level. (Have already had two senior enlisted members graduate from officer senior PME program.) Completed the gap analysis for EJPME implementation and will complete the process by mid-summer. Our priorities with respect of EJPME completion is 1) Senior Enlisted Academy, 2) Career level, and 3) Basic level. In the future all E-9s will have to be SEA complete for promotion.

U.S. Marine Corps Implementation Brief/Discussion

Key Points: USMC EPME goal is to provide current operational information allowing Marines to operate at their specific level of the MAGTF. EPME linked to rank. Marines were able to evaluate EJPME during their last curriculum review and rewrite. Curriculum mapping is mostly complete with 13 JLAs still need an evaluation on location and level of implementation. Anticipate meeting the EPMEP requirements by DEC 07. In FY07, EJPME will be tracked through MarineNet.

Discussion:

What is the forcing function for your senior NCOs to attend the resident course? No forcing function exists; they must either enroll in distance education or attend the resident course. USMC is looking at making the resident phase mandatory.

U.S. Army Implementation Brief/Discussion

Key Points: Per EPMEP guidance, JLAs and JLOs in EPME curriculums should achieve goal of expanding "jointness" to all levels of the Armed Forces. USA has re-evaluated EJPME implementation since the last Working Group. The Army will embed in its new policy rewrite that Senior NCOs are required to complete certain levels of learning IOT attend KEYSTONE. The Army will tackle EJPME with a self-development learning requirement prior to attending the resident phase of each level of education. Normally, the Army receives 60-70% of required funding for education. This year, due to curriculum requirements and EJPME, the Army is proposing 95% funding for NCOES; however, the recent POM decision reduced our proposal back down to 65%. We are fighting this but may not be successful before the POM locks.

NOTE: The Department of the Army G-3, Leader Development Director is establishing a new web-site that will link to the SR EJPME Course.

Discussion:

When are resident programs going to be changed to reflect EJPME? It has been submitted for implementation in 2009 due to courseware redesign efforts (getting them in modular force format to fit the new force structure) and because of the exhaustive budget cycle.

Numerous JLAs and JLOs have been implemented in the Sergeant's Major Academy already and are in the DL portion for the non-resident phase.

Are we tying completion to promotion? Yes, we always have.

DUE IN: Make sure the program is laid out well in the Self-Assessment

Open Discussion

- o SEJPME Course as a prerequisite to KEYSTONE
 - o Yes, but only as a "highly encouraged" instead of a prerequisite for the first 18 months, then re-evaluated in FY 08 to determine if it needs to carry status as a "prerequisite." Need to have time to get to the force and get the tracking bugs worked out
 - o Yes, but only the first 4+ modules – we have to evaluate on what is required after module #4
 - o Consensus: **Modified**
- o MOU for Services to maintain modules 8-11
 - o Services need to ID a point person (billet) and a signature authority (GO/FO)
 - o MOU will be drawn up by J-7 JEB
 - o Dr. Pisel will advise J-7 of appropriate timing once SEJPME Manager is hired
 - o Consensus: **Approved**
 - o Dissents: Last four modules should be hyperlinks to updated Service sites that contain the same information. No more work should be put into maintaining those modules – they are useless for strategic education and don't emphasize warfighting. Let the curriculum committee take a look at it and make a recommendation. Could also leave the last four modules where they are and over time evolve them into the curriculums of lower levels of enlisted education.
- o Establish the Joint Enlisted Curriculum Committee (JECC)
 - o Must talk to deliverables at the next EMERC
 - o Have to be thinking far enough out to affect the POM & budget cycles

- First meeting Aug/Sep 06 timeframe
- Consensus: **Approved**
- Initial Report Due: 1 DEC 06
 - Consensus: **Approved**
- Senior enlisted billet to be assigned to the J-7 JEB for EJPME Management
 - Needs to be an E-9
 - Must come from Joint Staff (not from Services and not "grown")
 - Consensus: **Approved**. BG Bartell will discuss with SEAC Gainey.
- EMERC and EMERC WG meeting dates:
 - JECC – Aug/Sept 06
 - EMERC WG – fall (Oct/Nov) 06
 - EMERC – May 07 or as needed
 - SESC - No date decided – must coordinate schedules of SEAC, SSELs, and CSELs
 - Consensus. **Approved**.

DELIVERABLES & DIRECTION

1. EMERC WG needs to add a strategic outlook for EJPME and answer "What is our way ahead?"
2. J-7 JEB – provide copies of Joint Leader Competency study to EMERC WG and EMERC for discussion at next EMERC WG session. Evaluate need for enlisted focused study.
3. Remove all acronyms prior to "KEYSTONE".
4. J-7 OPR for receiving POC information and drafting MOU for SEJPME Course.
5. EMERC representatives should attend both the JFEC (Jun) and DLCC meetings (Sep). Highly encouraged for them to attend the JKDDC Stakeholders meeting in July.
6. EMERC WG and EMERC address "PAJE-like" assistance visits in the future.
7. J-7 JEB owes AF breakdown on Joint Enlisted Billets by rank and Service.
8. EMERC Principals **must** be present – this is **the** decision-making body for EJPME.
9. Should JKDDC (branch of JFCOM) be looking at certifying Joint education courses on JKDDC? **Something for the curriculum committee to address**

Closing

BG Bartell thanked all the participants for their diligence and candidness during the first EMERC. He is encouraged and excited at the participation. The EMERC has many challenges ahead of it and the right team is in place to make things happen.